THE DISTINCT ROLE OF SPORTS IN STRATEGIC POSITIONING AMONG KENYAN ORGANIZATIONS

BY

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A Research project Report Submitted to the Chandaria School of Business in Partial Fulfillment of the Requirement for the Degree of Masters in Business Administration (MBA)

UNITED STATES INTERNATIONAL UNIVERSITY AFRICA

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DECLARATION

I the undersigned, declare that this is my original work and has not been submitted to any other college, Institution or University other than United States International University for academic credit.

Sign………………………………………..… Date………………………………………………...

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This research proposal has been submitted for presentation with my approval as the appointed Supervisor.

Signed……………………………………..Date………………………………………………...

Dr Paul Katuse

Signed……………………………………..Date………………………………………………...

Dean, Chandaria School of Business
ABSTRACT

The purpose of this research is to investigate what special qualities sports have in strategic positioning among Kenyan organizations. To achieve this purpose this research looks at what is the role of sports in successful branding, how do sports give a unique selling preposition and benefits of sponsorship as its research questions. Literature on this was also reviewed mainly to develop a framework for data collection. The literature reviewed however indicates that little study has been carried out on this that has its focus in Kenya.

The research design was descriptive based on the companies listed in Nairobi Stock Exchange. This design helps in collection of large amounts of data from the targeted population. The population includes employees and some members of management of the NSE. The sample size of the research is 54 companies from the NSE. This size is used to have statistical power to make inferences about Kenyan companies. A stratified random sampling technique will be used in selecting the samples with both open and closed questionnaires issued to the respondents in the NSE. Secondary data will be obtained from annual reports, records of the NSE and journals. Data analysis will be both qualitative and quantitative due to the nature of the study.

The study findings conclude that there exists a significant relationship between sports and successful branding. The study also concludes that there is a positive significant relationship between sports and unique selling proposition. This implies that sports indeed give a unique selling proposition. The study also concludes that some of the major benefits of sponsorships include: long term income for organizations, employee motivation through leisure activities, effective way for consumers to respond to your brand, gives company image, investment for brand promotion, long term success of the organization through success of students, helps increase consumer involvement in the brand, offers a form of advertisement to the world through event sponsorship and is a form of company growth in the long run. The findings on unique selling proposition conclude that there exists a positive significant relationship between sports and unique selling proposition. This show that sports indeed gives a unique selling proposition to organizations
The study recommends that organizations should employ cheaper ways of positioning themselves in the minds of consumers. The study also recommends that satisfaction of target market should be the priority of any organization. Another recommendation is that organizations should be encouraged to learn more about sponsorships for them to enjoy the long term benefits that they can get from it. Additionally, the study also recommends that organizations and the country as a whole should encourage and promote sports tourism. In terms of innovation, the study recommends that more education sponsorships should be provide from both governmental and nongovernmental institution.

More study on the importance of sports is needed to offer knowledge to organizations and enable them incorporate sports in their long term strategies. A study comparing the risks to benefits of using sports in marketing would carry a lot of weight in convincing organizations to adopt sports in their strategies.
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the study

Most successful organization in the world always embraces the important and special role of sports in Strategic positioning. The big question amongst researchers has always been the level of importance of sports in this. Any business however needs a favorable environment to operate in. Violence provides one of the key challenges for organizations to operate in (Rookwood & Palmer, 2011). A peaceful environment therefore paves way for success in the immediate future and in the long term. This theory makes the world focus on sports as the main tool for creating this environment. It is therefore easy to say sports unites the world and its activities.

Organizations in the world however perceive quality differently. This paper includes both analysis from the private and the public sector. It looks at organizations in general and how important they value sports. Quality assurance and satisfaction is the key for any investment by organizations (Nuviala, Cruces, Turpin & Nuviala, 2012). In Europe for example in Spain, return on investment is priority to any investment. In terms of strategic positioning, organizations therefore will invest in those things they think will positively impact the organization in the future. Sports have been deemed as one of them. In the US since 2007 when the Major league soccer allowed shirt sponsorships, it has become a solid strategy in building awareness of major companies and generates publicity therefore a significant form of advertisement and return on investment since a good number of people watch the major league soccer (Jensen, Bowman, Wang, Larsson, 2012).

The European sports market has also constantly increased therefore becoming an important strategic investment for big companies (Bebnaric, Kolar & Jurak, 2010). This research therefore outlines the special qualities of sports in strategic positioning on the global market. It is an important form of strategic positioning by companies since it helps them create awareness for their brands and the return on investment in the long run. This assures an efficient future for the companies.
Unlike the general global perspective of sports by organizations, it is perceived differently in Africa. In Africa sports is more important for the national government than the companies that are supposed to strategically use it to their advantage. Sports unite people and therefore easier for the national government to use it to promote peace and minor reforms (Sifiso, 2010). A part from the national government therefore very few companies in Africa use sports for strategic positioning.

This is different given the global perspective of sports and the impact it has in strategy because of its popularity. This trend is seen in African leagues in particular where lack of sponsorships is evident. Hosting of major tournaments however has offered the continent an opportunity to exploit the benefits of sports and has also brought in foreign investors and companies instilling the global mentality to the continent. This has led to the changes to the continents mentality and its investors but the change is gradual.

The world cup in South Africa for example was hosted to be victory for Africa as a whole because of the benefits both for South Africa as a nation and Africa as a whole. This led to creating awareness of growth and development for the continent through sports (Ashwin & Goolam, 2010). This therefore in return caught organizations attentive in sports perspective of strategic positioning through creating of customer awareness through sports. This role however is neglected locally in the country where little sports sponsorship is witnessed. A trend of self sponsored teams is witnessed a sign that companies or brands in the context neglect the special qualities of sports as part of their strategic positioning process. It has therefore reduced as a mere peer educator by non–governmental organizations who don’t need return on investments in this. By the use of Mathare Youth Sports Association for example non-governmental organizations has used sports to prevent Hiv. This simply means that the role of sports in Kenyan organizations for strategic positioning is very different from other forms of strategic position.

This thesis therefore gives findings of a study of the special qualities that sports have in strategic positioning among organizations in Kenya. The purpose of the study is to find out how different and special sports are to organizations. By use of both qualitative and the
quantitative aspects of research it is able to give in depth information of this both in numbers
and detailed literature research

1.2 Problem statement
In recent global business environment, sports have become a major factor in success of profit
making organizations. A lot has been written about importance of sports. It is easier to use
sports for strategic positioning because of the crowd it pools. Sports have constantly become
the ideal way of strategic positioning by business across the world. The pressures faced by
volunteers in sports by sponsors in most cases organizations underline the importance of sports
in strategic positioning. (Taylor, Nicolas, James, Holmes, King & Garret, 2005).

However, this is not the case in Kenya and its environs. In the country very little scholarly
articles have been written on sports and strategic positioning. This means that there is
inadequate knowledge or information on this area. Kenyan companies are therefore not
informed how different and special sports can be in strategic positioning of their organizations.
This is evident in the little sports sponsorship by Kenyan organizations or by the withdrawal
of sponsorship by some. There are little considerations of sports as a major factor in strategic
positioning.

Due to this problem in the country our study is geared to investigate these different or special
qualities sports have to the Kenyan organizations. Knowledge of these qualities will therefore
enable Kenyan organizations be in reality with what is happening in the whole world especially
in the developed countries. The organizations will therefore have a cheaper and easier way to
position themselves in minds of consumers.

1.3 Purpose of the study
The purpose of the study is to investigate the special qualities sports have in strategic
positioning among Kenyan organizations.

1.4 Research questions
1.4.1 What is the role of sports in successful Branding?
1.4.2 How do sports give a Unique Selling Proposition to organizations?
1.4.3 What are the benefits of Sponsorships?

1.5 Significance of the study

1.5.1 Concept
The research will be important to researchers, academicians and students who will refer to it in their research as it will be a major source of information. This will encourage further studies on sports as a tool of strategic positioning and make the knowledge available to organizations.

1.5.2 Practice
The research will be important to organizations both in the country and around the region. The knowledge pool of how important sports can be in strategic positioning will be readily available for them. Most decision makers in these organizations will understand how significant sports are and include it in their strategy.

1.5.3 Policy
The study will also be of importance to the government. Globalization calls for the country to adopt successful strategies that are used by other countries especially in developed countries. This enables the country not to lag behind in development. The government with this knowledge may want to form legislations that promote sports for strategic positioning both in private and public sectors. This will impact adoption of organization policies to support this in the long run.

1.6 Scope of the study
My study will be based majorly on companies listed in the Nairobi Stock Exchange which will give me an analysis of how important sports are in strategic positioning. The project will carry out the research on at least 50 companies in the NSE. Amongst the people to be interview include the top management together with various people involved in decision making in this organizations. This limited number is because of the limited time to complete this study. The study is supposed to be complete by August this year.
However there are major limitations I expect to find while undertaking this study. Some of the limitations while undertaking the research include the difficulty in getting into contact with each and every top management team of a company and lack of resources will also limit my scope in terms of the population. The time is little for finding every detail as I wish so may end up leaving some very reliable sources out. The credibility of the information is based on the organization honesty and integrity since am expecting direct response from them. Lastly being alone I think the manpower for carrying out this study also limits me in the scope of the study and likely to leave out information that I may think are not credible yet they are.

1.7 Definition of terms

1.7.1 Strategic positioning
This is the overall intended objective and approaches that organizations take for the future situation (Rookwood & Palmer, 2011).

1.7.2 Distinct
Not the same or not identical or separate (Rookwood & Palmer, 2011).

1.7.3 Return on investment
The amount of profits or input an investment brings to the organization (Jensen, Bowman, Wang & Larson, 2012).

1.7.4 Nairobi Stock Exchange
It is a securities exchange where bonds and shares are traded for listed companies in Kenya (Dickinson, 2007).

1.8 Chapter summary
This chapter introduces the project by showing where the writer is coming from. It offers an overview of the global context of sports sponsorships in comparison to Africa in general then with Kenya. The comparison brings out the gap to be solved in the project and leads to formulation of the research questions that guides the research. The chapter also explains why the research is important and highlights the population, size and location being studied, the
time the study will take and the limitations of the study. Chapter 2 reviews the literature based on the three research questions for this study. Literature on sports in relation to branding, unique selling proposition and sponsorship is reviewed. Chapter 3 then describes the research methodology this study uses to collect data. Chapter 4 analyses the data collected displaying the findings of the research while the last chapter offers discussion for the findings and concludes offering recommendations based on the results from the research.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter discusses literature work of different scholars on the three research questions of this study. The literature is important to identify and analyze limitations of the existing literature that can be addressed during the study by using the results that will be obtained after this study. The limitations identified in this chapter will also be shown in the last chapter to act as a resource for research topics for other various researches.
2.2 The role of sports in successful Branding

2.2.1 Naming
This is the starting point of any brand story. A good name assures a company of a strong brand in the future. It is hard because it entails just communicating your ideas as a company to the consumers using only one or two words. According to Bahram, Saeed and Rayehe (2012), a successful brand reduces consumer perceived risk and increases consumer satisfaction in return. Naming is one of the traits that distinguishes one brand from another and leads to loyalty by consumers.

Having an organization name used by an athlete or by a club makes the athlete or the club ambassadors of the organization. Because of consistent ease of accessibility of the brand name by consumers who either watch the sport or who want to be associated with it, it’s easier for the company to adopt brand extension strategies. The company can introduce different products under the same name or the known brand (Michell & Reast, 2001). Based on this, it is possible that brand extension leaves both positive and negative effects on brand position and offers a vague image of the brand concept and customers' image of the brand (Vazifedust, Saeedniya & Saheb, 2009). Brand personality in sports assist in differentiation of products. Naming of a brand gives that brand personality in sports (Siguaw, Mattila & Austin, 1999). How powerful the brand name is how powerful the brand personality will be. Sports therefore just lifts the brand name to another level by making more people aware of the products being branded. More awareness only means more sales for the product (Shilbury, Quick & Westerbeek, 2003).

2.2.2 Consistency assurance
Loving a brand necessarily means loving a product. Consumers identify themselves more with brands than the company name. The brand name is what the customers associate with. According to Yeung and Wyer (2005), Brand perception triggers extension evaluation of the brand. This however can change with the experience by the product. Experience may either come through physically using the product or through associating oneself with the brand e.g. through advertisement. This is because the experience changes your perception about the said
product thus an important tool in branding. Lings and Owen (2007) states that sponsorship is important to a firm’s communication mix since it majorly impacts brand awareness.

Consumers buy the sponsors brand as opposed to the products. The team’s success therefore has a significant impact on the fans purchase behavior. This is because success leads to loyalty to the club thus to the brand in return. It is therefore important for organizations to associate with successful teams and personalities. Kim and Cheong (2011) also state that consumers relate more with successful athletes. Since the market is dominated by teenagers who have these athletes as their role models thus a high level of recognition and reputation, it is important for organizations to acquire this too through associating themselves with these athletes. For this to be successful however, proper development structures of sports have to be put in place to improve the sports standards.

In places where the population is ethnically sensitive, ethnicity should be a consideration when choosing the right athlete to associate with. Among younger consumers emotional considerations impact their choice of brand (Hwang & Kadampully, 2012). It is therefore important for managers to consider this when associating with them. There is no better emotional attachment of the young people than sports. Therefore they will emotionally attach themselves with the brand sponsoring their team. According to Bush, Martin & Victoria (2004) teenagers represent an enormous market in the competitive environment therefore there is need for keen consideration since they are useful in spreading word of mouth.

2.2.3 Uniqueness

Sports have always been the easiest way of understanding a country’s characteristics. Research by Bainer (2008) shows that sports and nationalism are closely linked. Sports offer a form of advertisement for the country. It is the easiest way by which masses see the country’s flag or hears the country’s national anthem. This therefore gives more reason for the government to push for more sponsorship in sports. Through national sports the characteristics of a country can be easily told therefore it is an important aspect of the country’s heritage. Globalization however has negatively impacted this through migration of athletes either to clubs abroad or change of citizenships.
Social marketing is becoming one of the leading forms of advertisement in today’s economy. Traditional advertising tools are becoming distinct. In Kenya however we still stick to traditional tools of advertisement which are not sufficient to today’s economy to pull masses. According to Glenane-Antoniadis, Whitwell, Bell and Meguc (2008) social capital theory is useful to social marketers as it takes into account market failure and intricate exchange. It is therefore the ideal way of modern marketing.

2.2.4 Exposure
Horvath and earnheardth (2010) states that there are 3 communication forms: Print, broadcast or cable television and radio. Despite globalization and massive development in the communication industry, traditional methods are still widely used. College students are just required to have common knowledge and basics like grammar, interviewing skills and media ethics to qualify for jobs. This therefore hinders the role of journalism in advertising sports to sponsors since no focus is given to modern importance on sports rather a forum to only report sporting activities and results. This therefore leads to organizations not considering sports as part of their strategy and seek other methods that are more familiar to them.

Experience in sports journalism is highly valued other than innovation that would be ideal in today’s economy. Innovational journalism gives potential sponsors the urge to sponsor sports in general. According to Blohm (2012) therefore social networking websites are the preferred methods for communication in today’s sports. Athletes and clubs pull more masses through social media. Organizations should put this into account in order to tap this market.

2.2.5 Sustainable competitive advantage
Sustainable competitive advantage is seen when rival firms give up plans for utilizing competitor resources. For a sustainable competitive advantage, firms have to stick to their capabilities. This however does not mean trying out new ideas for development. Mohammed,Hui,Rahman and Aziz(2008) states that capabilities are a complex bundle of skills and accumulated knowledge exercised through organization processes that are aimed at enabling organizations utilize their assets and functions as key success factors. They aimed at providing customer value. Firms however have to be aware of its capabilities and tap on all
areas that would profit them for competitive advantage. Developing countries being dominated by SMEs means that there will be plenty of innovations for growth. However according to Kim and Cheong (2012), most of these firms will lack resources for further development. This explains why most organizations in Kenya being SMEs don’t involve themselves in sports sponsorships.

Companies however a valuable resource which if well utilized will enable the organization tap markets that their financial power cannot get them to. The internal resources of a firm are essential for competitive advantage. This realization is essential especially in economies dominated by SMEs so that the organizations do not limit themselves just within their financial capabilities. Lack of this realization hinders growth. Among the most important resource for an organization that enables them grow even with a small financial muscle is the human resource. It is a tool essential for sustainable competitive advantage. Practices that provide enhancement to human resources that have core responsibility to maintaining resource based view for an organization lead the way in gaining competitive advantage (Abdurrahman, 2014). This enhances the activity based view of the firm. According to Gaya, Struwig and Smith (2013), activity based view with resource based view of a firm explains the actual value creation process by means of tangible resources.

Globalization has led to growth. Therefore integration of globalization enables a firm grow. Integration has been a problem to African organizations. This strategic tool is essential for enhancing sustainable business development which is important for competitive advantage. According to Bagire & Namada (2011), late and slow adoption of strategic management perspectives could explain the low business growth in the country and Africa as a whole. This therefore explains the condition or view of sports in strategic management. Understanding is key to strategy formulation and implementation. Zergler (2012) explains that strategy research specific sports management has been sparse to date yet the role of strategy controls the role of management.

2.3 Sports give a Unique Selling Proposition to organizations

2.3.1 Package
Unique selling proposition is simply successful advertisement. For this to be possible you need to understand your consumer needs. Loyalty in sports is translated in loyalty of brands that support it. It is one of the easiest ways therefore to convince consumers to switch brands. If a form of advertisement is able to convince the consumers the company in return gets a unique selling propositioning for strategic positioning. Leisure activities like sports helps you as an organization put yourself in customer shoes since your brand ambassador are out there and you see how effective it is in eyes of consumers. For that moment the ambassador becomes the company and the company the consumer. This helps in improving quality and convenience of the product to the consumers (Anschuetz, 2002).

It is also the aim of any company in today`s economy to either be cheaper or better than its competitors for competitive advantage. The company gains both monetary benefits and better company image through sports therefore this is a cheaper or better way to place themselves in the minds of consumers. It helps you concentrate in only what is working for your business by the reflection of numbers it can pull and loyalty you get in return.

2.3.2 Delivery
In terms of delivery by the company, each and every advertisement they make must make a proposition to consumers so that your returns are specified. The delivery will determine if the company either keeps its unique selling proposition or if they will keep it. The proposition they make or the effect they make on the consumers must be something that the competitors cannot claim so that it makes consumers switch brands (Chaney, 2011).

Sports always give the company a chance to deliver the proposition to many people at once. This means that ones they communicate their unique proposition to them it will be difficult for their competitors to gain back their consumers. According to Ewing, (2008), It`s is easier to be a first mover and occupy yourself in the minds of consumers first. Consumer mind always holds into a notion of advertisement for long unless they are forced to change.

The consumers need to think that your features do benefit them in return. Turning your features into benefits when delivering your unique proposition enables them overlook what the
competitors are offering them. It is important to consider your target market consideration for effective delivery. What satisfies them or how to make them comfortable should be your priority. As much it is important to be first, it is important to know what beliefs the target market holds both for you and for your competitors. This enables you to maintain your propositioning and have a strategic positioning. It is therefore important to align your unique selling proposition with your branding strategy. (Cuthbertson, 2001).

2.3.3 View of sports as a form of CSR
View of sports as a form of CSR enables sports give a unique selling proposition to organizations because consumers in most cases are attached to organizations that gives back to the community or that are perceived to do so.

2.3.3.1 CSR Perception in developed countries
CSR in developed countries is not a random act of just giving back to the community. If the process is not handled in depth and in the proper way then it may not bear maximum fruits. In this countries therefore CSR is considered to be part of the strategic process of this organizations and keen attention is given to this activities. According to Moharana (2012), Globalization is seen as business obligation towards stakeholders. This has improved the importance of CSR in the economy today. In developed countries CSR is seen as part of the development process and a key business strategy. It is therefore evident that if firms don’t incorporate proper CSR then they will lag behind in terms of development. Globally CSR is seen to be voluntary even though there are society pressures (zergler, 2012).

2.3.3.2 CSR in Kenya
Recent studies by Pandley (2006), describes corporate social responsibility in the country to receive modest of attention. This means that most big firms in the country do not prioritize CSR. Corporate social responsibility is not done as part of the business process rather as a way of fulfilling social obligations that is a must in the society. Pandley also found out there is significant differences in the way big companies listed in the Nairobi Stock exchange practice CSR. The significance in the differences proof the fact that there are no serious CSR structures that bound Kenyan firms to be socially responsible. Companies were also found to show their
CSR works only in their websites rather than in their annual reports. Annual reports represent the business processes of the firm within that said year therefore missing of this projects from the reports means that they are only for social good and fulfillment of social obligations rather than part of the strategic plan of the organization.

Research on parastatals show strategic management involvement of CSR. This is a sign that it is slowly being geared as part of the firm’s future. According to sifiso(2010), there is a direct link between the strategic management practices and CSR performances. A firm needs to know what to do to the society and where to make adjustments. Little however is known to what determines parastatal CSR performances. Mogere,oloko and okibo (2012) describes poor leadership to negatively impact CSR. Passion enables leaders transform the society and leadership structures dictate decision making strategies adopted by the organization. This impacts the level of everyone’s commitment towards a project and level of participation by the staff to make it part of the business strategies. Strategies are communicated from the top in any business organization. Poor leadership means communication of wrong business strategies to the organization. According to sifiso state of CSR in the country is new and therefore faced by development challenges. The economy is dominated by small business enterprises and therefore lack resources to channel into CSR. Khanifar, Nazari,Emani and soltani(2012) suggest that the organization willingness to do CSR depends on its financial performance. Therefore due to this most Kenyan firms lack the resources to do CSR. This leads to CSR being a social problem other than a social solution because it is geared at protecting owners’ interests other than solving social problems.

Gupta (2007) however state that most CSR activities in Kenya are aligned to the strategic intent of the organization. Customers derive loyalty from socially responsiple companies. The standard chartered for examples have all their CSR activities aligned to their strategic intent but are however not properly funded due to lack of a proper framework in the country for CSR. This lack of funding therefore in the long run make organizations loose there strategic intent of CSR due to lack of stakeholders involvement in the project.

2.3.3.4 Characteristics and advantages of good CSR
Institutions that do embrace CSR as part of their business process do bear a lot of fruits from it. Dean (2013) confirms that it is one thing to rip fruits by common practices of CSR but the other to rip maximum fruits by fully enhancing customer loyalty and better financial performance through incorporating social responsibility as part of the business process. More spending on social activities ensures more customer loyalty and more financial gains from the projects. All this come from customer satisfaction which enable this firms to pull masses by reputation they gain from being socially responsible. The more is spent to this activities the more competitive advantage the firm gains through reputation. According to Dean it is possible to predict organizational competitiveness by the masses they pull. Therefore more consumers’ means more competitive advantage and CSR helps achieve this. The big question is whether CSR should be mandatory or voluntary for it to be productive to organizations. In respect to this Ewing (2008), CSR should be a legal framework especially in developing countries so as to either add value to the society or for commercial viability. This will ensure that it is mandatory to all firms to indulge in CSR the right way. This will also enable the end the one way view of CSR as just projects so as to enable firms take risks in CSR activities. Stakeholders are very important to the success of any business. The extent of stakeholders involvement in the firms activities signify there success.

Recent research by Mishkin (2004) reveal that the more CSR activities they are in a firm the more involved the stakeholders will be. This is because once organizations indulge in many activities and spends much money in it then it becomes co function of the business. Such activities therefore become more important to the firm and need more investments in them. Khanifar, Nazari, Emani and soltani (2012) suggests that a company should reach a certain acceptable level of economic performance before devoting resources for social good. Poor economic performers seek immediate results other than future oriented results. Since the more invested in CSR activities the more involved the stakeholders will be in the projects. Since the projects are risky in nature therefore only good performing organizations will engage in this activities. According to Khanifar et al (2012) stakeholders theory states that the value of the firm is is related to both explicit and implicit claims of a firms resources.

2.3.3.5 Impact of customer participation in CSR
Consumer willingness to indulge in CSR shows the perception consumers have towards social responsibility. If consumers are ready themselves to invest in this activities then that means that they are socially responsible themselves and will only associate themselves with firms that are excessively socially responsible. According to Chaney (2011), customer satisfaction, quality potentiality, degree of marketability and sustainable customer willingness to pay for CSR was evident in showing customers levels of appreciating CSR. This means that they will only associate with firms that indulge in CSR activities and are ready to pay for them.

2.4 Benefits of Sponsorships

2.4.1 Corporate sponsorships

Corporate sponsorship for non-profit events has kept on growing in the global economy. This is due to the realization of the indirect income that this brings in the long run. Traditional forms of communication are paving way for the current forms of communication (Crompton, 2004). Consumers these days tend to associate more with leisure pursuit or the entertainment industry as a whole. The only way for companies to engage their consumers in this is through sponsorships. Sponsorship of sports and other forms of entertainment has proved to be the most effective way in which consumers do respond (Denzin, 2005).

Income from cooperate sponsorships by companies has also been lately been understood to be as a form of unrelated income tax. This means that though not direct the income is very significant to the sponsors. The most important thing to the sponsors is the mass that will see their brand if they will decide to sponsor a leisure activities. Sports for a fact pull masses and therefore the unrelated income the sponsor is bound to make would be more than other forms of sponsorships. An activity carried out by a company must be trade or business and should be regularly carried out to assure income. Sports are leisure for the fans that are consumers but for the sponsors it is a source of income. If they carry it regularly they are assured of income (Thomas, Silverman, 2005).

Scholars have also argued the ability to sponsor sports lies in the image they give the company other than the increasing willingness to buy by consumers. Image will last and will improve consumer perception about a product. Therefore cooperates do not just offer sponsorships for unrelated income but also for corporate image or to increase the morale of
employees (Dean, 2002). Employees motivation leads to better productivity. Employees just as consumers are highly motivated by companies supporting their leisure activities. Improved goodwill and cooperate image has also been ranked as the most important objectives by companies offering the sponsorships.

2.4.2 Education sponsorships or scholarships
Ed
cation sponsorship is offered in different forms depending on the company. Some companies treat their students as employees and offer them full salary during their course while others offer bursaries. This is seen as an investment for the future and gives them a good cooperate image in return. In some cases the sponsor expects the students to work or by playing the sport it is perceived the students are working for the employer since they are promoting the brand (Ludmerer, 1999).

Education sponsorships and scholarships have so many advantages to companies. Just why do companies offer athletes education scholarships and sponsorships? One, education is an investment and what a good way to do it while promoting your brand. The better skills gained by the students throughout their education enables them recruit better and innovative graduates into the turbulent environment (Kumar, 2004). Sponsorships can also offer the company a competitive advantage against its competitors. This is because in some cases there is skill shortage in a particular area and sponsoring the student study this area enables them have someone for this area in the future. Taping employee talents is not enough to make them stay but sponsorships gives loyalty and makes companies keep unique talents. Unique talents in sports for example will brand the company for long.

Unlike sponsorships, scholarships do not involve working in the company. It is a financial award helping the student to study. Some colleges or universities give their own scholarships. This is aimed to lure the best to come study in the university therefore in return promoting their brand. The success of the student being awarded the scholarship is success of the organization. The widely awarded scholarships in the US and Europe is the sports scholarships. This is because of the appreciation of what sports can do even at university level (Iwasaki & Havitz, 2004).
2.4.3 Sports events sponsorships

According to Pandey (2006) the economies of staging the Olympics change with change in time. This is due the change of importance sports have to the economy. With time sports has become very powerful in the economy both for the marketing purpose and as a business unit itself. Part of the impact it has in business is the masses it pulls. For example, a single game is viewed by many people or a single player will be loved by so many people. Therefore all of this people will associate with either the player or the team they love.

The long-term effect of this is development. Organizations develop because of more involvement of consumers in their brands thus leading to urban regeneration. This may be as a result of CSR practices by the companies due to their growth to a big financial performer therefore adequate resource to indulge in CSR

Of major change of this big sporting event can be seen from the sport tourism perspective. According to Ritchie and Adair (2004) sport tourism is a form country’s advertisement to the world. Because of the masses this event pulls therefore it has massive economic impacts to the companies sponsoring the events. The result again is urban regeneration and more companies becoming more financially powerful and a better bargaining power in the competitive environment.

This improves the economy into transforming SMEs into more big enterprises. All this is possible because of successfully hosting this event (Shone and Darry, 2004). According to Getz (2005), events management offers proper events tourism. If an event is properly managed i.e. adequately planned for, the event is likely to offer proper turnout. Dickinson and shyway(2007) states that the success of a sports event is not only for the economic gains but also for the picture the host create that will either affect their organizations in the future or their ability to host another big event in the future.

Hospitality speaks volumes to customer satisfaction and perception the customer will have about the event and about the sponsors of the event. Hospitality at a particular sporting event
majorly impacts customer perception of the sponsors of that event. Therefore event sponsorship can be a very important strategy of branding especially among the youth who are always ready to attend these events. Participants always think they are using their leisure time appropriately but to the organizations it’s all about marketing principals and positioning in the mind of consumers. Sports and tourism networks therefore help spread perception by all those involved directly or indirectly in the event.

Big events focuses on regeneration opportunities offered to the companies sponsoring the event and the host as a whole. It also justifies the expenditure of the sponsors through its success stories that will lead to more such sponsorships in the future. Because of today’s competitive environment and the scarcity of resources return on investments is the key for any investment. Therefore it is important for any sponsored event that the sponsor will get value for its investments.

In the country however dominance of the economy by SMEs only means unavailability of resources to take many risks. Sporting events sponsorship is expensive therefore only left for few big cooperates with financial power. This is because small organizations lack the financial power to take risks. But in perspective, it is not a must to start big since even small event sponsorships will still be a success in the country since many people do associate themselves with sports and majorly the sporting events as a source of fun. Therefore despite the financial position of the organization it can still take risks in sponsoring for example small events first then slowly into the bigger events. As part of its implicit contracts quality affects organization image (Khanifar, Nazari, Emani and soltani, 2012).

2.4.4 Theoretical framework
Fahy(2004) said that organization utilize its resources in sponsorships for a competitive advantage. This is because some intangible assets are not taken into account while considering sports sponsorships. . Resources affect the firm s performance. Firms especially in developing countries only utilize resources that are most useful to them. This in return leads to underutilization of resources that may have been very useful for the firm in the future. According to Bonyo(2012), Only big financially performing companies can take the risk in
investing on resources that are risky. Most small scale firms will only indulge in investments that they are sure of and have lesser risk. The case is the same in Kenya because the economy is dominated by SMEs. Managers support new ideas thus an increase in innovation that has enhanced growth in the industry (Nuviala, Cruces and Turpin, 2012). Since the economy is still in developing process, firms will only utilize resources they consider less risky than others. This means that in the long run there is underutilization of resources. Underutilization of resources means that firms will not tap into new markets for competitive advantage. This forces the increased need for improved quality of operations (Mogere, Oloko and Okibo, 2012).

Ownership structures can also be tied with profitability. Motivation of owners influences the operation of the organization since it offers source of funds for investments. Organizational structure influences operating behaviors through motivation of the firms owners (Kiruri, 2013).

2.5 Chapter Summary
This chapter reviewed existing literature on the three research questions of this study. By doing this, different views from scholars were taken into consideration for usage in the research while the limitations of this studies offers the areas for further studies. The chapter also offers an overview of global context of sports sponsorship and the Kenyan context. Reviewing of these contexts helped establish what other researchers found out on these variables and the knowledge gaps relating to these contexts established. The next chapter explains the research methodology used in the study.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction
This chapter outlines the research design and methodology the study will use. The chapter goes ahead to describe the population of the study and the various sampling techniques that this study adopts. It finally highlights how data in this study will be collected and analyzed.

3.2 Research Design
The research design was descriptive and it was based on the companies listed in the Nairobi Stock Exchange. The descriptive research design was a survey type that involved interviewing the respondents by using a questionnaire. This type of descriptive research design was used because it takes a shorter time as opposed to other descriptive research design. The research was useful in studying and determining the distinct role of sports in strategic positioning. The variables were known and well defined. The design was adopted as it allows collection of large amounts of data from the target population.

3.3 Population & Sampling design

3.3.1 Population
Population is the total collection of elements that share at least one property in common that is the subject of the statistical analysis under which we wish to make conclusions about. Defined target population and study population would be the entire units for which data is to make inferences (Moharana, 2012). This therefore defines the units for which findings generalize from. The targeted population for this study includes some subordinates from companies of NSE and some members of management of NSE.

3.3.2 Sampling Design
3.3.2.1 Sampling frame
A sample is defined as a finite part of statistical populations whose properties is defined by a procedure and are studied to gain information about the whole population (Moharana, 2012). A
sample is the set of elements from which data is collected. Taking into consideration the degree of confidence that a sample size brings is key when deciding which sample to take. The sampling frame is the list of everything or all those in the population that can be sampled. In this research our sampling frame include investors, managers, subordinates and all external sources including financial books and journals that are associated with the NSE.

3.3.2.2 Sampling technique
In selection of the sample, a random sampling technique was used. This technique will enable the research to divide the population involved into different groups that share same characteristics (Denzin&Lincoln,2005) This will be easy in analysis. The number in the group selected technically reflects the relative number in the whole population therefore is an ideal representation of the population
The sample used on this study was based on the finding and sample size was done based on statistics.

3.3.2.3 Sample size
This is the proportionate representation of the whole population. The sample for this study comprised 50 listed companies on the NSE. The companies will be classified into two major segments including the Main Investments Market Segment and Alternative Investments Markets Segment.

The focus of this study is on two factors mainly general information about the company (type of organization and existence) and the Content Category which is further divided into three more categories. These categories present the three research question. These sections will help us understand what the role of sports is in successful branding, how sports give a unique selling proposition to organizations and the benefits of sponsorships.

3.4 Data Collection Methods
Primary data in this study was collected through the use of questionnaires through closed questions. This was done by interviewing employees from the companies listed in the Nairobi stock exchange. Employees under different categories were interviewed. Both those that are in
the top management and a few from the subordinates were interviewed to get the true picture of the distinct role of sports for strategic positioning in these organizations. The study also puts into account secondary data that was collected from annual reports from the companies, daily newspapers and Internet.

3.5 Research Procedures
A pilot test was first of all conducted to test the validity of the data collection tools used in this research. The researcher then asked permission from the relevant authorities including the supervisor to go ahead with the research. The questionnaires were then delivered to the different respondents in different ways. Some were delivered via mail while some were delivered in person through official appointments. Data was then collected from members of the subordinate and management in the 50 companies in the NSE. Secondary data was also collected through annual reports by the companies and through the internet. The complete questionnaires were then collected from different respondents. Each questionnaire was allocated a number to ease analysis.

3.6 Data Analysis
The data analysis was both qualitative and quantitative due to the nature of the study. Data was entered into excel then transferred to SPSS for analysis. The descriptive analysis included percentages, coefficients to determine levels of significance and correlation to determine the relationship between study variables and other well defined static formulas to determine the validity of the data collected and analyzed. SPSS statistical tool was used to guide this data since it’s an easy and effective way to analyze data.

3.7 Chapter Summary
The chapter describes the research methodology and design. Its core areas the research design, populations, sampling design, data collection methods, research procedure and data analysis. The questionnaires will be created and filled by the respondents to offer raw data for analysis. The next chapter will be looking at data analysis.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction
This chapter mainly shows the results and findings of the study based on the three research questions. Using the research methodology discussed in chapter 3 above data was collected from employees of companies in the NSE mainly subordinate, middle level management and senior management. The questionnaire for the respondents helped divide the data into four main sections. The first section helps collect data on the general information of the respondents and the organization they work for. The questions helped gather data about the type of organization they are in whether it’s a profit making or nonprofit making, the number of years the organization has existed and the position of the respondent in the organization. The second section had questions that seek to answer what is the role of sports in successful branding based on research question one. The third section was based on research question two and seeks to answer how sports give a unique selling proposition to organizations while the fourth section was based on research question three and seeks to answer the benefits of sponsorships. A total of 50 questionnaires filled by respondents were analyzed.

4.2 General information
This section gives analysis of the general information findings. Information about the type of organization, years of existence of the organization and the position of the respondent in the organization is analyzed in this section.

4.2.1 Type of organization
Table 4.1 below shows detailed findings about the type of organization the respondent are in. According to the table all the respondents work for a for profit company. The table shows that 96.1 percent were for profit organization while the remaining 3.9 percent were for the missed data. This tells as that most companies listed in the Nairobi Stock Exchange are for profit organization.
Table 4.1 Type of organization

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid for-profit organization</td>
<td>49</td>
<td>96.1</td>
<td>100.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Missing System</td>
<td>2</td>
<td>3.9</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>51</td>
<td>100.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4.2.2 Organization existence

Table 4.2 shows findings on the number of years the respondents companies have been operating. This symbolizes the experience of the companies in doing business. The table shows that most companies are above 30 years of existence while only 2 are between 10-20 years of existence. 92.2 percent of the companies have existed for more than 30 years while 3.9 percent of the companies have existed between 10-20 years. No company among the respondents has existed for less than 10 years. This findings means that most companies in the Nairobi Stock Exchange has been there for a very long time and has been operational in the ever changing Kenya business environment

Table 4.2 Organization existence

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid 10-20 years</td>
<td>2</td>
<td>3.9</td>
<td>4.1</td>
<td>4.1</td>
</tr>
<tr>
<td>Above 30 years</td>
<td>47</td>
<td>92.2</td>
<td>95.9</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>49</td>
<td>96.1</td>
<td>100.0</td>
<td></td>
</tr>
<tr>
<td>Missing System</td>
<td>2</td>
<td>3.9</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>51</td>
<td>100.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
4.2.3 Position in the organization

Table 4.3 shows data on the position of the respondents in the different types of organizations. The table reveals that 21.6 percent of the respondents were subordinate, 54.9 percent were middle managers while 19.6 percent were senior managers in the organization. The table therefore reveals that most of the respondents were middle managers thus the link between the subordinate and senior management. They are an important part in decision making since they act as the link between subordinates and the senior management. This means that most of the response received is from employees involved in decision making in the organization.

<table>
<thead>
<tr>
<th>Position</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subordinate</td>
<td>11</td>
<td>21.6</td>
<td>22.4</td>
<td>22.4</td>
</tr>
<tr>
<td>Middle level manager</td>
<td>28</td>
<td>54.9</td>
<td>57.1</td>
<td>79.6</td>
</tr>
<tr>
<td>Senior manager</td>
<td>10</td>
<td>19.6</td>
<td>20.4</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>49</td>
<td>96.1</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

4.3 Role of sports in successful branding

This section sought to establish what role sports plays in successful branding within organizations. Data was divided into 9 different sections guided by questions that display the summary of the results.

4.3.1 Consumers associate with brand more

Table 4.4 displays the results of what respondents think about consumers associate most with the brand name in their organizations. According to the table, majority of the respondents strongly agree that consumers associate more with the brand name other than the organization itself. 2 percent of the sample strongly disagreed with this, 8 percent disagreed, 14 percent were uncertain, 36 percent agreed while 40 percent strongly agreed with this. According to the
results therefore most people strongly agree that consumers will associate more with their brands other than the organization itself.

4.3.2 Naming through sports helps distinguish one brand from another
Table 4.4 displays results of what respondents think about naming through sports helps to distinguish brands. 2 percent of the sample strongly agreed, 4 percent disagreed, 10 percent was uncertain, 42 percent agreed while another 42 percent strongly agreed. This results show that majority of companies actually think that naming through sports helps consumers distinguish brands.

4.3.3 Sports ease accessibility of the brand by consumers
Table 4.4 also shows results of what companies think about sports easing accessibility of the brand by consumers. 2 percent strongly disagreed with this, 6 percent disagreed, 16 percent were uncertain, 36 percent agreed while 38 percent strongly agreed. The table shows that most companies think that sports eases accessibility of the brand by consumers.

4.3.4 Sports help differentiate products
Table 4.4 also reveals results for what companies think of sports helping differentiate their brands. 2 percent disagreed, 18 percent were uncertain, 40 percent agreed while 38 percent strongly agreed. This means that majority of companies actually think that sports play a major role in differentiating their products.

4.3.5 Sports help consumers buy sponsors brand
Table 4.4 displays results for what companies think about consumers associated with sports buying sponsors brand as opposed to their products. 4 percent of the sample disagrees, 8 percent are uncertain, 54 percent agree while 30 percent strongly agree. According to the results majority of the companies agree that sports influence consumers buy sponsors brand.

4.3.6 Loyalty in sports means loyalty in brand supporting it
This section displays results for what companies think about sports loyalty influencing brand loyalty. Table 4.4 displays results for this. According to the results 4 percent of the sample
strongly disagrees, 2 percent disagrees, 20 percent are uncertain, 48 percent agree while 26 percent strongly agree. Majority of the companies agree with this which means that loyalty in sports actually reflects to loyalty in the brand.

4.3.7 Sports and nationalism are closely related
Table 4.4 displays the results for this. According to the results, 18 percent are uncertain, 40 percent agree while 42 percent strongly agree, the results show that no company disagrees with sports and nationalism being related while majority of the companies strongly agreed with this. This means that most respondents think that sports and nationalism are closely related.

4.3.8 Social marketing is becoming a leading form of advertisement
This section seeks to find out if social marketing is becoming a leading form of advertisement. Table 4.4 displays these results. 2 percent of the sample disagrees with this, 4 percent are uncertain, 38 percent agree while 56 percent strongly agree. Majority of the respondents strongly agree that social marketing is becoming a leading form of advertisement.

4.3.9 Media in sports help expose a brand
This section displays results of to what degree sports help expose a brand. Table 4.4 displays these results. According to the results, 4 percent of the respondents are uncertain, 44 percent agree while 52 percent strongly agree. According to the results therefore majority of the respondents strongly agree that media in sports help expose a brand. According to the results, media is also seen as an important tool for communication in marketing. Some of the major importance of media according to external sources and company websites include the following. It helps promote the right things at the right time. The realities about the features of a product are communicated to masses therefore exposing the brand in return. Media also plays an important role in social issues. Recreational activities like sports help some of the social issues. Because of this reason, media is highly involved in sports helping expose the brands associated with it. The mean of 4.48 also helps reflect the fact that majority of the respondents either strongly agree or agree that media in sports helps expose a brand associated with it.
Table 4.4 Role of sports in successful branding

<table>
<thead>
<tr>
<th></th>
<th>Strongly disagree</th>
<th>disagree</th>
<th>Uncertain</th>
<th>agree</th>
<th>Strongly agree</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>consumer associate with brand more</td>
<td>2%</td>
<td>8%</td>
<td>14%</td>
<td>36%</td>
<td>40%</td>
<td>4.04</td>
</tr>
<tr>
<td>Naming distinguishes brands</td>
<td>2%</td>
<td>4%</td>
<td>10%</td>
<td>42%</td>
<td>42%</td>
<td>4.18</td>
</tr>
<tr>
<td>Sports ease brand accessibility</td>
<td>2%</td>
<td>6%</td>
<td>16%</td>
<td>36%</td>
<td>38%</td>
<td>4.04</td>
</tr>
<tr>
<td>Sports differentiate products</td>
<td>0%</td>
<td>2%</td>
<td>18%</td>
<td>40%</td>
<td>38%</td>
<td>4.16</td>
</tr>
<tr>
<td>Sports help consumers buy sponsors brand</td>
<td>0%</td>
<td>4%</td>
<td>8%</td>
<td>54%</td>
<td>30%</td>
<td>4.15</td>
</tr>
<tr>
<td>Loyalty in sports means loyalty in brand supporting it</td>
<td>4%</td>
<td>2%</td>
<td>20%</td>
<td>48%</td>
<td>26%</td>
<td>3.90</td>
</tr>
<tr>
<td>Sports and nationalism are closely related</td>
<td>0%</td>
<td>0%</td>
<td>18%</td>
<td>40%</td>
<td>42%</td>
<td>4.24</td>
</tr>
<tr>
<td>Social marketing is becoming a leading form of advert</td>
<td>0%</td>
<td>2%</td>
<td>4%</td>
<td>38%</td>
<td>56%</td>
<td>4.48</td>
</tr>
<tr>
<td>Media in sports promote brands associated with it</td>
<td>0%</td>
<td>0%</td>
<td>4%</td>
<td>44%</td>
<td>52%</td>
<td>4.48</td>
</tr>
</tbody>
</table>

4.4.0 Regression analysis

Table 4.5 shows the R square value. The square value of .774 shows that 77.4% of successful branding is explained by the role of sports while the remaining 22.6% is explained by other reasons or factors. This shows that sports explains majority of successful branding in the companies. The standard error of estimate is 2.06724
Table 4.5 R square Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
<th>R Square Change</th>
<th>F Change</th>
<th>df1</th>
<th>df2</th>
<th>Sig. F Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.880&lt;sup&gt;a&lt;/sup&gt;</td>
<td>.774</td>
<td>.769</td>
<td>2.06724</td>
<td>.774</td>
<td>154.498</td>
<td>1</td>
<td>45</td>
<td>.000</td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), sports

Table 4.6 shows the ANOVAs results of the relationship between sports and successful branding. The mean square is significant at 660.246 while the F value is significant at 154.498.

Table 4.6 ANOVA<sup>a</sup>

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>660.246</td>
<td>1</td>
<td>660.246</td>
<td>154.498</td>
<td>.000&lt;sup&gt;b&lt;/sup&gt;</td>
</tr>
<tr>
<td>Residual</td>
<td>192.307</td>
<td>45</td>
<td>4.273</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>852.553</td>
<td>46</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: branding
b. Predictors: (Constant), sports

The coefficient table 4.7 helps display the findings on relationship between sports and branding. The significance of .000 shows that there exists a significant relationship between the two variables. Values less than .005 are considered significant.

Table 4.7 Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>8.865</td>
<td>2.336</td>
<td>3.795</td>
</tr>
<tr>
<td></td>
<td>sports</td>
<td>1.735</td>
<td>.140</td>
<td>.880</td>
</tr>
</tbody>
</table>

a. Dependent Variable: branding
4.4 Sports give a unique selling proposition to organizations

Table 4.8 displays results of how sports give a unique selling proposition to organizations. The results from respondents were as follows: 44% of the respondents strongly agreed while 42% agreed that if a form of advertisement is able to convince consumers, the company in return gets a unique selling proposition. Only 2% disagreed with this while 8% were uncertain. This result show that majority of the respondents either agree or strongly agree with this. These results are explained by a mean of 4.33 with 5 being strongly agreed and 1 being strongly disagree. 48% of the respondents agreed while another 38% strongly agreed that leisure activities like sports can help an organization put itself in customer shoes and know their demands. Only 2% of the respondents disagree with this. This results show that majority of the respondents either agree with this or disagree with this. This is explained by a mean of 4.24. On the other hand, 44% of the respondents strongly agreed while another 38% agreed that sports are a cheaper way for your organization to put itself in minds of consumers. The mean of 4.24 confirms that majority of the respondents agree with this.

Results also reveal that 50% of the respondents agreed while 38% strongly agreed that sports give organizations a better company image. A mean of 4.41 confirms that majority of the respondents either agreed or strongly agreed with this. 52% of the respondents agreed that sports give organizations a chance to deliver its proposition to many people at once. Only 2% disagreed with this while another 2% strongly disagreed with this. The mean for these results was 4.10 an indication that majority of the respondents either agreed or strongly agreed with sports helping deliver unique selling proposition to masses at once. Another 52% think sports can help organizations turn their features into benefits. This results show that features are unexploited benefits. The mean of 4.04 confirms that many respondents either agree or strongly agree with this. 54% say sports can have an effect to consumers that leads to brand loyalty that is hard for competitors to claim. 42% of the respondents think sports help organizations only concentrate on what is working for them. Finally 46% think satisfying your target market should be the organization priority

According to the results, most respondents either agree or strongly agree that sports give a unique selling proposition to organizations. This is confirmed with the mean
<table>
<thead>
<tr>
<th></th>
<th>Strongly disagree</th>
<th>disagree</th>
<th>Uncertain</th>
<th>agree</th>
<th>Strongly agree</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ability to convince consumers gives USP</td>
<td>0%</td>
<td>2%</td>
<td>8%</td>
<td>42%</td>
<td>44%</td>
<td>4.33</td>
</tr>
<tr>
<td>Leisure activities help put yourself in customer shoes</td>
<td>0%</td>
<td>2%</td>
<td>12%</td>
<td>48%</td>
<td>38%</td>
<td>4.24</td>
</tr>
<tr>
<td>Sports is a cheaper way to put yourself in customer shoes</td>
<td>0%</td>
<td>4%</td>
<td>12%</td>
<td>38%</td>
<td>44%</td>
<td>4.24</td>
</tr>
<tr>
<td>Sports gives better company image</td>
<td>0%</td>
<td>0%</td>
<td>8%</td>
<td>50%</td>
<td>38%</td>
<td>4.31</td>
</tr>
<tr>
<td>Sports gives a chance to deliver to masses</td>
<td>2%</td>
<td>2%</td>
<td>12%</td>
<td>52%</td>
<td>32%</td>
<td>4.10</td>
</tr>
<tr>
<td>Sports help turn features to benefits</td>
<td>0%</td>
<td>2%</td>
<td>18%</td>
<td>52%</td>
<td>26%</td>
<td>4.04</td>
</tr>
<tr>
<td>Long term loyalty</td>
<td>0%</td>
<td>2%</td>
<td>10%</td>
<td>54%</td>
<td>34%</td>
<td>4.20</td>
</tr>
<tr>
<td>Sports help only concentrate on what’s working</td>
<td>2%</td>
<td>16%</td>
<td>18%</td>
<td>42%</td>
<td>20%</td>
<td>3.63</td>
</tr>
<tr>
<td>Satisfying the target market should be priority</td>
<td>0%</td>
<td>4%</td>
<td>10%</td>
<td>40%</td>
<td>46%</td>
<td>4.28</td>
</tr>
</tbody>
</table>

**4.5 Benefits of sponsorships**

Table 4.9 displays the results for the benefits of sponsorships. Majority of the respondents agreed with the following: 42% of the respondents agreed that corporate sponsorship has a long term income to the organization. 58% agreed that employees are highly motivated by leisure activities such as sports while 54% of the respondents strongly agreed that sponsorship of sports and other form of entertainment is an effective way by which consumers respond to organizations.
40% of the respondents agreed that the ability to sponsor sports lies in the image the company gets while 52% of them agreed that education sponsorship is an investment that promotes the brand of the organization. 50% of the respondents strongly agree that success of the sponsored student is success of the organization. 54% of the respondents strongly agreed that event sponsorship helps increase consumer involvement in the brand and another 58% felt the same about sports tourism through event sponsorship being a form of a country’s advertisement to the world. 25% of the respondents also strongly agreed that regular event sponsorship can be a form of company growth in the long run.

**Table 4.9 benefits of sponsorships**

<table>
<thead>
<tr>
<th>Benefits of Sponsorships</th>
<th>Strongly disagree</th>
<th>disagree</th>
<th>uncertain</th>
<th>agree</th>
<th>Strongly agree</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate sponsorship has a direct income</td>
<td>0%</td>
<td>2%</td>
<td>16%</td>
<td>42%</td>
<td>40%</td>
<td>4.20</td>
</tr>
<tr>
<td>Employees are motivated by leisure activities</td>
<td>0%</td>
<td>4%</td>
<td>10%</td>
<td>58%</td>
<td>28%</td>
<td>4.10</td>
</tr>
<tr>
<td>Consumer response</td>
<td>0%</td>
<td>0%</td>
<td>6%</td>
<td>40%</td>
<td>54%</td>
<td>4.48</td>
</tr>
<tr>
<td>Ability to sponsor lies in the image the company gets</td>
<td>2%</td>
<td>6%</td>
<td>14%</td>
<td>40%</td>
<td>38%</td>
<td>4.06</td>
</tr>
<tr>
<td>Sponsorship promotes brand</td>
<td>0%</td>
<td>2%</td>
<td>12%</td>
<td>52%</td>
<td>34%</td>
<td>4.18</td>
</tr>
<tr>
<td>Organization success</td>
<td>0%</td>
<td>4%</td>
<td>6%</td>
<td>40%</td>
<td>50%</td>
<td>4.36</td>
</tr>
<tr>
<td>Sponsorship helps increase consumer involvement</td>
<td>0%</td>
<td>0%</td>
<td>6%</td>
<td>40%</td>
<td>54%</td>
<td>4.48</td>
</tr>
<tr>
<td>Sports is a world advert</td>
<td>0%</td>
<td>2%</td>
<td>6%</td>
<td>34%</td>
<td>58%</td>
<td>4.48</td>
</tr>
<tr>
<td>Company growth</td>
<td>0%</td>
<td>0%</td>
<td>4%</td>
<td>20%</td>
<td>25%</td>
<td>4.43</td>
</tr>
</tbody>
</table>
4.6 Correlation

The relationship between the three study variable (branding, unique selling proposition and sponsorship) was explored using the Pearson coefficient. Table 5.0 displays the results of this relationship. According to the table the results shows that correlation coefficient is significant at the 0.01 level. There is a significant positive relationship between branding and the unique selling proposition. Pearson $r = .589$ and is positive at 0.000. There is also a significant positive relationship between branding and sponsorship. Pearson $r = .466$ and is positive at .001.

Table 5.0 correlation

<table>
<thead>
<tr>
<th></th>
<th>Pearsons Correlation</th>
<th>USP</th>
<th>Sponsorships</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>branding</strong></td>
<td>1</td>
<td>.589**</td>
<td>.466**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.001</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>47</td>
<td>42</td>
<td>46</td>
</tr>
<tr>
<td><strong>USP</strong></td>
<td>.589**</td>
<td>1</td>
<td>.565**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>42</td>
<td>43</td>
<td>42</td>
</tr>
<tr>
<td><strong>Sponsorships</strong></td>
<td>.466**</td>
<td>.565**</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.001</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>46</td>
<td>42</td>
<td>49</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

4.7 Chapter summary

This chapter displays the findings of the research based on the research methodology of chapter 3. The results are based on the information gathered from the respondents. The response gathered is divided into 4 sections. The first section displays the general information gathered from the respondents about the institutions they are in. The second section displays information gathered on the research question one. The third section displays information gathered on research question two while the last section displays information gathered on research question three.
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSION AND RECOMMENDATION

5.1 Introduction
This chapter provides an overall summary of the study (summary of the purpose of the study, summary of the research questions and summary of major findings). The chapter is mainly concerned with the summary of the findings based on the research questions. The researcher finally makes conclusions on the findings and various recommendations for improvement and for further studies.

5.2 Summary
The purpose of the study is to investigate the special qualities sports have in strategic positioning among Kenyan organizations. To achieve this, the study was guided by three research questions. The first question seeks answers on what is the role of sports in successful branding. The second question asked how do sports give a unique selling proposition to organizations while the third question asked what the benefits of sponsorship are. The research design was descriptive and was based on listed companies in the Nairobi stock exchange. A total of 50 respondents who work in these companies as subordinate, middle level managers and senior management provided the research with data. The data was analyzed using quantitative techniques from SPSS statistical tool and the results were displayed using different table entered using different variables.

The study reveals that the majorities of companies in the Nairobi stock exchange are for profit companies. 96.1% of the total sample was for profit organization. The study also reveals that the R square value for the role of sports in successful branding is R= .774 with a standard error estimated to be 2.06724. This means that 77.4% of successful branding is explained by the role of sports while the remaining 22.6 explained by other factors. With a mean of 4.15, the study also shows that majority of the respondents agree that sports gives a unique selling proposition to organizations. The ANOVA f-static was 154.498 and the p value of 0.000 shows that the model was significant. The coefficient significance of 0.000 also shows that there is a
significance relationship between sports and branding. This means that sports plays a major role in successful branding.

The study also reveals that there is a significant relationship between the three variables under study. There is a significant positive relationship between branding and the unique selling proposition with Pearson $r = .589$ and positive at 0.000. There is also a significant positive relationship between branding and sponsorship. Pearson $r = .466$ and is positive at .001

5.3 Discussion

5.3.1 Role of sports in successful branding

The $r$ square value is used to determine how well the data fits the statistical model in this research question. $R$ square value of .774 shows that 77.4 % of successful branding is explained by the role of sports while the remaining 22.6 % is explained by other reasons or factors. This shows that sports explains majority of successful branding in the companies. Our value of 77.4 shows that sports explains majority of the variability data. The ANOVAs helped analyze the relationship between sports and successful branding .The mean square is significant at 660.246 while the $F$ value is significant at 154.498. The significance level is 0.000. This shows that there exists a significant relationship between sports and successful branding.

According to the results of the study, brand name is what customer associates with most in the organization. This means that organizations should gear their efforts into building a lasting brand that consumers will associate with. This is because brand name uniquely identifies the organization and helps it differentiates from others. Naming is also a unique way of promoting a brand. This helps promote the brand other than the product.

Results also indicate that sports eases accessibility of the brand by consumers. Consumers only retrieve information that is most accessible to them. Therefore through sports consumers retrieve information about the brand unconsciously since it is only perceived to be a social factor by the consumers. Accessibility can also help in differentiation of brands by consumers. This is because sports are perceived to be a non price factor of product differentiation. Price is very sensitive to consumers and any adjustments to it will either lead to loss of demand or
increase in demand (Anschuetz, 2002). Sports therefore create value to the product and ensures its durability to the consumers. This explains the results that show sports help differentiate products. Accessibility of brands also makes consumers buy organizations brands as opposed to products. Consumers also buy brands as opposed to products for social acceptance and because of the confidence they have through experience (Burton Malkiel, 2003). Consumers buy products just to fit in a class or because of the good effects the brand had to them when they used it or heard of it.

Sports and nationalism are closely related as reflected by the results. Sports are a form of national identity and helps promote peace and unity in the country. This relationship can also be reflected on the brand supporting sports. Since loyalty in sports is loyalty in the brand supporting it, the brand supporting sports will be seen as a promoter of nationalism. This helps increase consumer attachment to the brand leading to brand loyalty. Loyalty created through nationalism is hard for competitors to come in between giving the organization a long term competitive advantage.

Media influences the society in so many ways. Media is a source of information for the society, a form of education tool, source of entertainment and helps correlate the parts of the society. Media in sports offers an important education tool about sports. Knowledge of the sports will increase the number of people watching it leading to an increase in the target market for the organization supporting the sport (Ewing, 2008).

Lastly, results show that social marketing is becoming a leading form of advertisement. Sports are a form of social marketing. Understanding the consumer behavior helps companies know demands of the consumer and gives them solution into getting this consumer buying your products. One of the roles of social marketing is to change consumer behavior. Social marketing therefore helps organizations develop products or services that benefit people’s needs and motivation through the knowledge of consumer behaviors (Chaney, 2001).

5.3.2 Sports give a unique selling proposition to organizations?
The findings show that majority of the respondents agree that if a form of advertisement is able to convince consumers, the company in return gets a unique selling proposition. Sports
are a form of advertisement that can easily convince consumers or lure consumers towards a particular brand. Sports are a form of advertisement that will create a desire in viewers and provide information on how they will achieve that desire. One of the attributes of sports is the passion it brings out in individuals. This passion in return helps create a desire in the viewers. In sports, sponsors also get repetition in their advertisement. Repetition is a unique form of advertisement that enables the advert stick in the minds of the consumers. According to Fahy and Farrely (2004) through sports, the consumer is able to mention the product or the brand more than ones enabling it stick in the minds of consumers for a long time.

The findings also affirm that leisure activities like sports can help organization to put itself in customer shoes and know their demands. It helps the organization view its service from a customer’s perspective. It helps the company know how it’s perceived and gives feedback and recommendations on way forward. In support of sports, the organization believes in the production and endorses the sports to be its ambassador. This becomes the product itself since it’s their brand that is out there. With their brand out there the organization has a chance to look at its brand from the consumer perspective. Through this the organization is also able to distinguish their target customers and come up with ways of relating better with them. Results also bring to light that sports are a cheaper way for your organization to put itself in minds of consumers. Compared to other forms of effective advertisement, sports are cheaper. This is because sports serve multiple purposes as an advertisement tool at once. It serves as a tool of putting yourself in customer shoes, product differentiation and ease of accessibility at the same time. Organizations therefore do not need to spend differently on these forms of advertisement.

Most respondents also agree that sports can give a better company image. According to Frimpong and Oteng-Obayie (2008).Consumers only pay attention to the best and companies can only be the best by concentrating on what is working for them. This enables organization to offer the best products and services. For organizations to be the best they have to come up with better strategies. It is therefore easier for companies to come up with better strategies if they concentrate on what they are best at. This helps organization change their features into benefits. According to Gaya, Struwing and smith (2013) this can be done through listing what features is perceived to be important to consumers which helps organizations take advantage
of this benefits and turn each feature to benefits. This gives the organization loyalty that is hard for the competitors to claim. The findings also confirm this.

Results also reveal that sports help deliver unique selling proposition to masses. This is evident in the masses that sport pulls and the impacts of media in sports. Sports are also an easy way to communicate to many people at once. For a unique selling proposition, communication is very important. Social events like sports offer vulnerable consumers for organizations to take advantage of. This is because during these events consumers tend to make decisions as a group as opposed to as individuals. Through this it’s easier for organizations to segment their markets. The people associated with these sports become your target market and it’s easier to learn their behaviors and satisfy their demands. Sports also help customize the message to the target market in a more focused manner. Satisfying your target market should be the organizations priority. The results also confirm that satisfying your target market should be the organizations priority.

5.4 Benefits of sponsorship
Corporate sponsorship has a direct long term income to the organization. The study results show that majority of the respondents strongly agree with this. Since most of the organization today’s primary existence is to make profits, they only engage in activities that in return generates revenues. Sponsorships improve consumer loyalty in the long run since it’s perceived to be a form of social corporate responsibility (Fahy & Farrely, 2004). Consumers always want to be associated with organizations that give back to the community. This in return leads to loyalty in the consumer brand. Loyalty in the brand which will come with time only means more sales for the organization and an increase in their income.

From the results you can also perceive that employees are highly motivated by leisure activities such as sports. Sponsorship of this activities or organization involvement in these activities makes the employees want to associate more with the organization. This is because employees just like all human beings are highly motivated by leisure activities or activities that help them relax and be stress free. Association of the organization with such activities is perceived by the
employees that they really value the need to rest. This motivates the employees to give their best to the organizations making them very productive.

The results also notify us that sponsorship of sports and other form of entertainment is an effective way by which consumers respond to organizations. Sports enable the organization to come into direct contact with the consumers. This will enable them learn the consumer behavior and trends enabling them to come up with better ways of satisfying their needs. Consumers are also very sensitive to organizations that give back to the community. They always want to be associated with those organizations that practice social corporate responsibility to some extent. Sponsorship of sports and other forms of entertainment will give this perception to the consumers and make them offer the best response to them (Fahy & Farrely, 2004).

As admitted by the respondents, education sponsorship is an investment that promotes your brand. Organizations mostly sponsor students in order to employ them or work with them in future. Through the education, students acquire knowledge and skills that are very useful to the organization. In today’s turbulent environment, organizations need to stay current and innovative for them to compete effectively (Horvath, 2010). Through education sponsorship organizations achieve this in the long run. Therefore the success of the sponsored student is success of the organization as revealed by the study. The students only succeed if they gain knowledge and skills for the outside world and the ever changing environment. This success means that the organization in return gets a very skilled, versatile and innovative unit to tackle the ever changing environment. This will help increase consumer involvement in your brand as shown by the findings

Lastly, the study affirms that sports tourism through event sponsorship is a form of a country’s advertisement to the world. This is made possible by the media involvement in sports nowadays. Iwasaki and Havitz (2004). According to Media coverage of various sports events offers a form of advertisement to the outside world. Companies in the country that involve themselves in these sponsorships of events also in return advertise themselves to the outside world. In return their brand become international and is well known by the outside the world.
It’s therefore easier for the organization to venture into new markets internationally because of their recognized brand.

5.5 Conclusion
5.5.1 Role of sports in successful branding
The coefficient results on the relationship between sports and successful branding leads to a conclusion that there is a significant relationship between sports and successful branding. This can also be explained by the R square value of 0.774. This value illustrates that 77.4% of successful branding is explained by the role of sports. This shows that only 22.6% of successful branding is explained by other factors. Sports in this case explains majority of successful branding from the interviewed companies. The ANOVA significance level of 0.000 between sports and successful branding also confirms this conclusion.

5.5.2 Sports give a unique selling proposition to organizations
The findings on unique selling proposition concludes that there exists a positive significant relationship between sports and unique selling proposition. This show that sports indeed gives a unique selling proposition to organizations. This is explained by the relationship between sports and accessibility of brands, differentiation of products, sponsor brand sales, media and nationalism. The positive significant relationship between sports and these variables explains the positive significant relationship between sports and unique selling proposition.

5.5.3 Benefits of sponsorships
The study concludes that some of the major benefits of sponsorships include: long term income for organizations, employee motivation through leisure activities, effective way for consumers to respond to your brand, gives company image, investment for brand promotion, long term success of the organization through success of students, helps increase consumer involvement in the brand, offers a form of advertisement to the world through event sponsorship and is a form of company growth in the long run

5.6 Recommendations
5.6.1 Recommendation for improvement
5.6.1.1 Role of sports in successful branding

The study recommends the need for organizations to review their long term strategies so that they can incorporate sports in their branding strategy. This is because sports helps consumers distinguish different brands and makes the organizations brand easily accessible. Sports also help organizations to differentiate their products giving them a competitive advantage in the challenging marketing environment. Additionally, sports can be a symbol of nationalism and offer long term loyalty to organizations.

The study also recommends the need for organizations to involve their brands in their entire decision making. This is because the brand is what the consumers associate with more than any attribute of the organization.

5.6.1.2 Sports give a unique selling proposition to organizations

The study recommends that organizations should employ cheaper ways of positioning themselves in the minds of consumers. This enables them to cut on production costs and only concentrate on what is working for them. This in the long term assures them of a cheaper way of brand loyalty and growth.

The study also recommends that satisfaction of target market should be the priority of any organization. This is because satisfaction of the consumers gives the organization brand loyalty that is hard for competitors to claim. This is only possible through effective delivery of the unique selling proposition to the consumers and the perception about the organization and its products that will stay with them. This leads to growth of the entire market since the consumers help in spreading the image that the organization has made them believe that they have.

5.6.1.3 Benefits of sponsorships

The study recommends that organizations should be encouraged to learn more about sponsorships for them to enjoy the long term benefits that they can get from it. This is because sponsorship has both direct and indirect long term income to the organization. It also helps to increase consumer involvement in the organizations brands. Additionally, the study also recommends that organizations and the country as a whole should encourage and promote
sports tourism. This is because it advertises the country to the world and gives the country a positive image in the world. In terms of innovation, the study recommends that more education sponsorships should be provide from both governmental and nongovernmental institution. This will ensure that more local innovative minds are produced with

5.6.2 Recommendation for further studies
Very little study has been carried out on the importance of sports to Kenyan organizations. This is because in Kenya sports has not been completely accepted as an important tool to promote organizations growth and the success that it can yield. More study on the importance of sports is needed to offer knowledge to organizations and enable them incorporate sports in their long term strategies. A study comparing the risks to benefits of using sports in marketing would carry a lot of weight in convincing organizations to adopt sports in their strategies. This is because this study would bring out new dimensions on the factors hindering organizations to adopt sports in their strategies.
REFERENCES


Ashwin, D & Goolam, V. (2010). Africa's turn or the turn for Africa. Journal of soccer and society. 11, 154-167


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APENDIX I: QUESTIONNAIRE

SECTION A: GENERAL INFORMATION

Circle the letter which represents the most appropriate position for you

1. Type of organization
   A. For-profit organization
   B. Nonprofit organization
   C. Others

2. Organization existence
   A. 1 – 10 years
   B. 10 – 20 years
   C. 20 – 30 years
   D. Above 30 years

3. Position in the Organization
   A. Subordinate
   B. Middle-level Manager
   C. Senior Manager
   D. Other
### Section 2: What is the role of sports in successful Branding?

Using a scale of 1 – 5 tick the appropriate answer from the alternatives provided for each of the questions. 1. Strongly Disagree 2. Disagree 3. Uncertain 4. Agree 5. Strongly Agree

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brand name is what the customer associates with most in your organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(1), (2), (3), (4), (5)</td>
</tr>
<tr>
<td>Naming through sports can distinguish one brand from another</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(1), (2), (3), (4), (5)</td>
</tr>
<tr>
<td>Sports eases accessibility of the brand by consumers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(1), (2), (3), (4), (5)</td>
</tr>
<tr>
<td>Sports help differentiate products</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(1), (2), (3), (4), (5)</td>
</tr>
<tr>
<td>Sports makes consumers buy sponsors brands as opposed to the products</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(1), (2), (3), (4), (5)</td>
</tr>
<tr>
<td>Loyalty in sports is translated to loyalty in brand supporting it</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(1), (2), (3), (4), (5)</td>
</tr>
<tr>
<td>Sports and nationalism are closely related</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(1), (2), (3), (4), (5)</td>
</tr>
<tr>
<td>Social marketing is becoming one of the leading forms of advertisement in today’s economy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(1), (2), (3), (4), (5)</td>
</tr>
<tr>
<td>Media in sports helps expose a brand associated with it</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(1), (2), (3), (4), (5)</td>
</tr>
</tbody>
</table>
Section 3: How do sports give a Unique Selling Proposition to organizations?

Using a scale of 1 – 5 tick the appropriate answer from the alternatives provided for each of the questions. 1. Strongly Disagree 2. Disagree 3. Uncertain 4. Agree 5. Strongly Agree

<table>
<thead>
<tr>
<th>Question</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>If a form of advertisement is able to convince consumers, the company in return gets a unique selling proposition</td>
<td>(1), (2), (3), (4), (5)</td>
</tr>
<tr>
<td>Leisure activities like sports can help your organization to put itself in customer shoes and know their demands</td>
<td>(1), (2), (3), (4), (5)</td>
</tr>
<tr>
<td>Sports is a cheaper way for your organization to put itself in minds of consumers</td>
<td>(1), (2), (3), (4), (5)</td>
</tr>
<tr>
<td>Sports gives organizations a better company image</td>
<td>(1), (2), (3), (4), (5)</td>
</tr>
<tr>
<td>Sports gives organizations a chance to deliver its proposition to many people at once</td>
<td>(1), (2), (3), (4), (5)</td>
</tr>
<tr>
<td>Sports can help organizations turn their features into benefits</td>
<td>(1), (2), (3), (4), (5)</td>
</tr>
<tr>
<td>Sports can have an effect to consumers that leads to brand loyalty that is hard for competitors to claim</td>
<td>(1), (2), (3), (4), (5)</td>
</tr>
<tr>
<td>Sports helps organizations only concentrate on what is working for them</td>
<td>(1), (2), (3), (4), (5)</td>
</tr>
<tr>
<td>Satisfying your target market should be your organization priority</td>
<td>(1), (2), (3), (4), (5)</td>
</tr>
</tbody>
</table>

Section 4: What are the benefits of Sponsorships?
Using a scale of 1 – 5 tick the appropriate answer from the alternatives provided for each of the questions. **1. Strongly Disagree 2. Disagree 3. Uncertain 4. Agree 5. Strongly Agree**

<table>
<thead>
<tr>
<th>Scenario</th>
<th>Ticks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate sponsorship has a direct long-term income to the organization</td>
<td>(1), (2), (3), (4), (5)</td>
</tr>
<tr>
<td>Employees are highly motivated by leisure activities such as sports</td>
<td>(1), (2), (3), (4), (5)</td>
</tr>
<tr>
<td>Sponsorship of sports and other form of entertainment is an effective way by which consumers respond to organizations</td>
<td>(1), (2), (3), (4), (5)</td>
</tr>
<tr>
<td>Ability to sponsor sports lies in the image the company gets</td>
<td>(1), (2), (3), (4), (5)</td>
</tr>
<tr>
<td>Education sponsorship is an investment that promotes your brand</td>
<td>(1), (2), (3), (4), (5)</td>
</tr>
<tr>
<td>Success of the sponsored student is success of the organization</td>
<td>(1), (2), (3), (4), (5)</td>
</tr>
<tr>
<td>Event sponsorship helps increase consumer involvement in your brand</td>
<td>(1), (2), (3), (4), (5)</td>
</tr>
<tr>
<td>Sports tourism through event sponsorship is a form of a country’s advertisement to the world</td>
<td>(1), (2), (3), (4), (5)</td>
</tr>
<tr>
<td>Regular event sponsorship can be a form of company growth in the long run</td>
<td>(1), (2), (3), (4), (5)</td>
</tr>
</tbody>
</table>

Thank you for your participation